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NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT
RECRUITMENT SURVEY

June, 1991

Provided by:

Nursing91

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NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

RECRUITMENT SURVEY

June, 1991

SUMMARY

- The RN shortage continues the moderating trend first noted in 1989. Confirming the easing of the shortage are indicators achieving record highs in 1988 and lows this year: average number of RN vacancies (30 vs. 42 in 1988) and RNs to be recruited (70 vs. 100 in 1988).

- Other variables impacting the demand for RNs drop to record lows after registering highs in the early 1980's: RN turnover rate of 15%, down from 17% last year and far below the 27%/30% of the last shortage in the early 1980s; and the average daily patient census of 69% vs. 72% last year and a gradual decline from the 82% of the early '80s.

- Other declines: 8% RN FTE vacancy rates vs. 10% in 1990; recruitment of foreign nurses now 18% vs. 23% in 1990; and recruitment budget dollars--down 1.5% on the heels of 23%/26% hikes the previous two years.

- Benefits offered to health care employees show little change following an increase last year in those directed at attracting new nurses.

- The few increases in recruitment values are recorded in: Cost per hire ($2,396) up 12.6% after an increase of 8% in 1990; use of recruitment agencies (37% vs. 33%/34% for the past two years); and number of recruitment trips (average 16, more than any year since 1980).

- Allied health care data changed very little. Physical therapists continue to be the hardest position to fill (70%) by a wide margin.

- Minimum nursing salaries increased by about 5%--less than the 6% to 8% in 1990. Maximum RN salaries maintain the same 8% increase as last year. Base salaries for allied health personnel are up 5%/6% while maximum salary increments are similar to nurses.

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BACKGROUND

The 1991 Recruitment Survey was sent to members of the National Association for Health Care Recruitment on January 16, 1991. Information was requested concerning bed capacity, staffing, employee benefits, recruitment methods, and duties associated with the recruiter position. The questionnaire was a slight modification of the 1990 form and included new questions about professional/technical positions not being actively recruited this year and a breakdown of recruitment trips by distance.

This is the twelfth consecutive year that Springhouse has conducted the survey for the Association, documenting this decade's recruitment events and trends since 1980. Data presented in this year's report is for selected years only. Please refer to previous reports for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

Questionnaires were sent to 1123 recruiters from the NAHCR active membership of 1526 in the continental U.S. A follow-up postcard was mailed on January 28. As in previous years: 1. The names of NAHCR members employed by the same facility were combined into one request for information. 2. Agencies and recruiters for hospital corporations are not included due to the incompatibility of their numerical data with individual hospitals. (Data from recruiters serving hospital complexes with 2-10 facilities is included.)

Region:	Questionnaires Mailed #	Tabulated Responses #	Response Rate %
Northeastern	337	121	36
Southern	314	101	32
North Central	294	119	40
Western	178	72	40
National	1123	414	37

Information about 409 acute care or combination facilities and 5 strictly long term bed facilities was tabulated giving a response rate of 37%. The NAHCR conducted a $300 drawing among survey respondents. The response rate is slightly higher than last year's 35% but not up to the 1989 record 42% utilizing an identical $300 cash award.

REGIONS

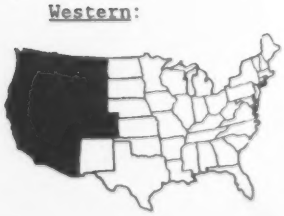
North Central:

IL, IN, IA, KS, KY, MI, MN, MO, NE, ND, OH, SD, WI

Northeastern:

CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV

Western:



AZ, CA, CO, ID, MT, NV, OR, UT, WA, WY

Southern:

AL, AR, FL, GA, LA, MS, NM, NC, OK, SC, TN, TX

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The majority of survey respondents (99%) recruit for acute care/short term hospitals. As in 1990 most of these facilities (77%) have only short term beds, while 22% recruit for acute care hospitals with some long term beds. An additional 5 recruiters (1%) are employed in facilities with only long term beds. Information from these five institutions is not included in the standard tables. A separate section describes the characteristics of these long term institutions and acute care facilities with long term beds.

HOSPITAL DATA

According to respondents, the average number of beds is 432--up 3% over the 419 last year. The general composition of survey hospitals by bed capacity has not varied over the past 7 years with the majority in the 100-499 (65%) and 500-999 (27%) range. A comparable 3%/4% have more than 1000 or less than 100 beds. Again this year, most respondents (76%) say that bed capacity has remained the same and 16% report an increase--unchanged from last year. The 69% average daily patient census continues a gradual decline from 82% in the early '80s and 72% for the past two years.

The national average for budgeted FTE (full-time/full-time equivalent) RNs is 413--up 7% from 385 last year but following declines of 10% and 3% the previous two years. This increase exceeds the current 3% increase in bed size. Nationally, the ratio of bed capacity per FTE RN (1.05) and the daily patient census/nurse ratio (0.72) are down slightly over last year following a slight increase last year--and continuing the steady decline since 1980.

	1991 Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1991	1990	1985	1980	1991	1990	1985	1980
Northeastern	0.98	1.18	1.38	1.59	0.75	0.98	0.96	1.31
Southern	1.16	1.11	1.38	1.59	0.78	0.72	1.00	1.28
North Central	1.07	1.09	1.12	1.63	0.69	0.73	0.80	1.36
Western	0.98	0.88	1.02	1.26	0.63	0.61	0.72	1.00
National	1.05	1.09	1.19	1.56	0.72	0.79	0.86	1.27

How to read the tables:

*Nationwide in 1991, one FTE nurse is responsible for 1.05 beds based upon the total beds available in the hospital. * "Licensed" specified in 1990/91.*

One nurse is responsible for 0.72 of those occupied on a daily average. Based on the inverse ratio, there were 1.4 FTEs nurses per patient.

Staffing mix changes for full-time vs. part-time RNs are the same as last year. Half (50%) indicate no change while the 24% saying fewer full time/more part-time almost cancels the 20% saying more full-time/fewer part-time.

The 69% RN, 14% LPN/LVN, 14% Nurses Aide composition of hospitals shows little change over the past three years. The percentage of RNs (69%) is down slightly (70% in 1990, 72% in 1989), perhaps due to specifying 2 new options this year: Nurse Externs (used by 4%) and techs (used by 7%). As in the past, the RN composition is higher in the West (76%) and lower in the South (64%) while the other two regions are about average.

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RECRUITING BUDGET/NURSING VACANCIES

Again this year, seven out of ten hospitals have a separate recruitment budget, and almost all of those who do provide specific data. Recruitment budgets, averaging $233,429 in 1991, are actually 1.5% lower than last year--a big change from the annual 23%/26% increase of the past two years. Recruitment budgets declined in only three previous studies since 1980. Declines in two years coincided with recessionary periods: 1981 (down 24%) and 1983 (-8%). The implementation of DRGs may have contributed to the 1983 decline as well as causing the 4% drop in 1984.

As mentioned in previous reports, it is difficult to compare budgets among facilities due to expected variations by hospital size and since not all recruitment budgets cover the same expenditures. For example, some budgets cover recruiter salaries (62%); others (30%) do not. Some facilities do not fund advertising out of their recruitment budgets (7%). Other budgets do not include travel (9%), or miscellaneous expenses (37%). Since recruiter salaries are a fairly high percentage of most budgets, it is peculiar that the average budget including recruiter salaries ($276,279) is down 4% over 1990 ($287,127) while those without salaries ($146,338) are 16% higher than 1990 ($126,559). (Regional comparisons are risky due to the small number in some areas.)

Nationwide, however, slightly more respondents this year report a budget increase (57% vs. 52% last year but not as many as the 62% in 1989) and fewer remain the same (16% vs. 26%). The percentage of facilities starting a new recruitment program (4%) is equal to 1990--slightly lower than the previous two years (8%/10%).

The national average for the number of FTE RNs to be recruited this year (70) is down from 78 last year and significantly lower than the 99/100 of 1987/88. The national average number of RN FTE vacancies (30 vs. 34 in 1990) drops for the third year in a row (after peaking at 42 in 1988), but is still considerably higher than the low 13/17 in 1984/85.

The 8% value for the percentage of nursing vacancies in each hospital--calculated as the number of RN FTE vacancies divided by budgeted number of RN FTEs--is down from 10% last year. With the exception of the South with an 11% vacancy rate, all other regions register 7%/8%. This calculation has been collected individually from each facility since 1986. Based upon aggregate totals since 1980, the high vacancy rates of 12.6 and 11.5 in the early 80's dropped to a record low of 3.6 in 1984; rose steadily to a high of 9.5 in 1988 then dropped off to 8.6/8.8 and the current 7.3%.

JOB SPECIALTIES - RELATIVE DIFFICULTY IN HIRING

As in 1990, Medical surgical is the nursing specialty considered hardest to fill by the most respondents (58%)--up from 50% last year. ICU/CCU follows closely at 56%--up significantly from the all-time low of 37% last year. Med/surg surpassed ICU/CCU in the South (69% vs. 52%) and is about even in the Northeast (56%/54%) and North Central states (both 56%). In the West, ICU/CCU (63%) is significantly higher than Med/surg (51%).

Difficulty in filling Operating Room positions (36%) is a record high--up dramatically from 7% last year, 9% in 1989, and the previous high of 26% in 1986. Also increasing in hiring difficulty are Oncology (15%) and Ob/Gyn/maternal nurses (11%)--up from 6%/7% last year.

This year's questionnaire asked respondents to indicate specialties in order of difficulty in filling the positions. Almost a third (30%) cite Med/surg as the hardest to fill, followed by ICU/CCU (23%) and OR (11%). As second in difficulty, ICU/CCU (19%) is slightly higher than Med/surg (15%) and OR (14%). These three specialties are about equal (11%/13%) as third in difficulty.

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RECRUITMENT METHODS

The 15% national turnover rate for nurses sets a record low again this year--lower than 17% last year, and much below the 27%/30% in the early 1980's. The cost per hire continues to rise (12.6% over the last year compared to an 8% rise in 1989 and 3% in 1988). Now $2,396 nationally, the cost is somewhat higher in the North Central states ($2,539) and West ($2,529) than in the Northeast ($2,400) and South ($2,150).

The use of recruiting/employment agencies, 37% nationwide, is slightly greater than the 33%/34% of the past two years and approaching the record high of 41% in 1988. The type nursing positions filled by agencies this year is primarily administration (61%) rather than staff (33%), almost identical to 1988 and 1989 rather than the equal 47%/45% utilization last year.

Nationwide, fewer facilities (18% vs. 23%) currently recruit foreign nurses. Again use is greater in the Northeast and South (24%/25%) and West (21%) than in North Central states (3%). In addition, fewer who recruited foreign nurses this year plan to do so in 1992--49% vs. 60% last year. Canada, with 38 mentions nationwide, is the major source, followed by the United Kingdom (23), and the Philippines (18).

As in the past, virtually all recruiters utilize local advertising and career days to recruit nursing personnel. About three-quarters contact new nurses through individual campus visits, job fairs, and student nurse conventions. The use of other advertising methods is comparable to last year and represents substantial preference by two-thirds of the recruiters: non-local advertising, national journal advertising, and career directories.

Nationally, respondents made more recruitment trips this year than in any year since 1980--an average of 16 vs. 14 in 1990, 15 in 1989. Nevertheless, slightly more say they made the same number of trips than the previous year (45% vs. 42%) and less say more (32% vs. 36%) or fewer trips (14% vs. 16%). A new question this year asked respondents to distinguish between local (50 miles or less), non local (over 50/under 100 miles) and distant (out of state) trips. Almost all (93%) made local trips--an average of 8 trips. Not surprisingly, fewer (75%) traveled between 50 and 100 miles and still fewer (61%) out of state--an average of 4 or 5 of these longer trips. With the exception of the percentage taking 50 to 100 mile trips in the West (59% vs. an average of 75%), regional variations are negligible.

ALLIED HEALTH RECRUITMENT

This year slightly more respondents (294, or 72% vs. 65% last year) provide information about recruitment of allied health personnel. Once again, only national values are reported in the tables since most regional numbers are too small to produce meaningful comparisons.

Physical therapists continue to be the hardest positions to fill (70%), comparable to the past two years. Radiology technicians (46%) follow--slightly lower than 1990 (52%) and 1989 (57%). Difficulty in filling Pharmacist (36%) and Occupational therapist (35%) are equal to 1990. Respiratory therapist drops to 19% from 28% and Medical Lab technologist (29%) is lower than Medical technologist (35%) last year when "Lab" was not specified.

As in 1990, respondents were asked to list positions that are hardest to fill in order of difficulty, with #1 being most difficult. Most recruiters again regard PTs as the most problematic by a wide margin with 49% (vs. 45% last year) saying it is number one in difficulty. Radiology technicians are next in the most difficult category (11%, down from 18%) and closely followed by Pharmacists (9% vs. 12%).

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When asked what recruiting methods had been most successful, respondents equate local advertising (28%, down from 43% in 1990) and national professional journal advertising (28%, equal to 27% in 1990). Mass direct mailings (13%) and referrals/word of mouth (10%) are down slightly from 17%/18% while career days (17%) and campus visits (10%) are unchanged. Nonspecified ads (20%) register a slight increase over last year (18%).

The needs and requirements in allied health recruitment show little change since 1988. Respondents report few vacancies (1-2) in allied health positions. Again this year fewer respondents indicate they have no vacancies in most positions--down an average of 15 percentage points compared to a drop of 9 points last year. However, recruitment goals are similar to last year and average 3 for Respiratory therapists and Medical Lab technologists and one or two each for all others.

LONG TERM/EXTENDED CARE

Although the number of respondents in only long term facilities is small and percentages not projectable, some interesting observations can be made.

As in 1990, respondents in exclusively long term/extended care facilities recruit for more average long term beds (202) than those in combination facilities (116). The staffing mix is notably different with long term facilities using fewer RNs (21% vs. 70% in acute care and 64% in acute care with some long term beds) and substantially more nurses aides (67% vs. 13%/18%). LPN/LVN (13%) use is about the same in all facilities.

Due to staffing mix variations, the number of RNs to be recruited (12) is obviously smaller than in acute care and/or some long term bed hospitals (70).

RETENTION

This question about programs and benefits most helpful in retention was reintroduced last year after an absence of five years. Current results are generally comparable to 1990. Leading benefits continue to be: tuition reimbursement (19%), working conditions (18%), flexible scheduling (14%), educational/CEUs (12%), and career ladder (10%). Slight declines are recorded for salary (12% vs. 17%) and pay back differentials/buy back options (9% vs. 11%).

BENEFITS

In addition to health and life insurance, virtually all facilities (91% to 93%) offer pension plans, tax sheltered annuities, dental insurance, and credit unions to health care employees, with little change over the last six years. This year the availability of child care centers (40%) levels off after increasing gradually from 23% in 1984) as does the availability of weliness centers (40%), stable since 1985 after increasing from 31% in 1984.

Benefits offered to nurses in particular have also stabilized somewhat after impressive changes last year in benefits designed to attract new nurses. Moderate increases continue in flexible staffing (89% vs. 86% in 1990--up from 55% in 1980) and clinical laddering (56% vs. 51% last year and up from 38% in 1984 when first included in the survey). Gains of 5 to 6 percentage points are recorded for retention bonuses (15%) and work study programs for students (39%).

A new nursing benefit listed this year reveals wide regional variations in the payment of relocation expenses (46% nationwide). Prevalence ranges from highs in the South (67%) and West (65%) to lows of 28%/35% in the Northeast and central states.

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SALARIES

Average minimum nursing salaries are uniformly 4.5% to 5.7% higher than last year, a slightly smaller increase than the 6% to 8% of the past two years. Most maximum nursing salaries virtually duplicated the 8% raise of last year. Also as in 1989/90, the average salaries for LPN/LVNs and minimum for staff nurses are slightly higher in the Northeast than in other regions, while the usual somewhat higher salaries in the West prevail for nursing supervisor and D.O.N.. This year however, minimum and maximum head nurse salaries are slightly higher in the Northeast than in the West.

The average minimum RN salary of $26,874 (up 4.5%) varies by $4,400 from the high $29,145 in the Northeast to lows of $24,714 in the South and $25,361 in the North Central states. The $5,800 spread for the average maximum RN salary of $40,194 is again a dichotomy with highs in the West ($42,774) and Northeast ($43,184) and lows in the South ($38,264) and North Central states ($37,381).

The difference between the average minimum and maximum RN salary is now $13,000 up from $11,000 in 1990 and $10,000 in 1989. Salary compression is easing: average maximum nursing salaries are now 50% more than average minimum salaries. This compares to 42%/43% for the past two year and 35% in 1985.

The percentage of facilities paying extra for a BSN over a Diploma or Associate Degree nurse is unchanged (27% vs. 26% in 1990). Pay differential for a BSN has been as high as 30% to 33% in 1981/82, 1984 and 1989.

Allied health minimum salaries rose 5% to 6% over 1990--slightly more than the increment received by nurses. Maximum salary increases of 7%/8% for allied health care personnel are comparable to those in nursing. Average base salaries are: Pharmacists ($35,132), Physical therapists ($29,794), Occupational therapists ($27,824), and Radiology technicians ($21,496).

NURSE RECRUITER - COMPENSATION/RESPONSIBILITY/CERTIFICATION

The amount of time spent on recruitment (60%) is down following record highs of 69%/70% in 1989/90. Interestingly, the percentage of time spent on retention (20%) is also lower, albeit only slightly, than in 1989/90 (23%/24%). A new option this year reveals that 22% of the respondents' time is devoted to non recruitment/ retention activities with no regional variation whatsoever.

This year respondents were asked to specify the department to which they reported --different from recent years, "to whom do you report", but a minor modification of a previous question asked from 1980 to 1984. Currently, slightly more report to Nursing (47%) than to Human Resources (42%) while few report to Personnel (12%) with a few (10 respondents) reporting to two departments. Nurse recruiters in 1984 "worked out" of Nursing (49%) or Personnel (44%) with 4% involved in both.

Respondents this year say the average annual salary for recruiters is $35,613 with highs in the Northeast ($38,883) and West ($38,652) compared to those in the South ($33,112) and North Central states ($32,338). Last year, with replies from multiple recruiters, the average respondent's salary was $34,598.

Another slightly revised and restored question this year asked about the number of recruiters employed in each facility. Currently there are an average of 1.9 recruiters per facility with a narrow range of 1.8 to 2.0 in each region. In 1985, respondents said that 1.6 "worked with them in recruiting"--down from 1.8/1.9 in 1980/81.

Unfortunately, with little regional variation, only 13% of the respondents answered a new question about professional/technical positions <u>not</u> being actively recruited this year. LPNs and Pharmacists (10 each), followed by Occupational, Respiratory, and Physical therapists, (5-8), are the leading positions not being recruited. "No openings" was the primary reason given (30 mentions for all positions).

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HEALTHCARE RECRUITMENT SURVEY

JUNE 1991

HOSPITAL DATA

Data deleted from facilities with only long term beds.

In what region is your facility located?

	1991 #	1990 #	1985 #	1980 #
Northeastern	118	125	66	50
Southern	101	73	54	85
North Central	119	91	66	75
Western	71	61	35	32
National	409	350	221	242

What is the bed capacity of the hospital for which you recruit? ("Licensed" specified in 1990/91)

	0-99 # Beds 1991 %	0-99 # Beds 1990 %	100-299 # Beds 1991 %	100-299 # Beds 1990 %	300-499 # Beds 1991 %	300-499 # Beds 1990 %	500-999 # Beds 1991 %	500-999 # Beds 1990 %	1000+ # Beds 1991 %	1000+ # Beds 1990 %
Northeastern	3	4	37	30	32	35	22	26	7	3
Southern	4	1	23	26	31	33	38	33	4	7
North Central	2	2	22	23	47	45	27	26	2	1
Western	6	7	30	41	39	38	20	15	4	-
National	3	3	28	29	37	38	27	25	4	3

What is the bed capacity of the hospital for which you recruit?

	Average 1991 #	Average 1990 #	Average 1985 #	Average 1980 #	Range 1990 #
Northeastern	429	424	430	486	(61-1391)
Southern	462	481	459	438	(48-1567)
North Central	436	420	472	490	(76-1555)
Western	390	332	367	379	(84-1200)
National	432	419	440	456	(48-1567)

How does this compare to the capacity in 1990?

	Increase 1991 %	Increase 1990 %	Increase 1985 %	Decrease 1991 %	Decrease 1990 %	Decrease 1985 %	Same 1991 %	Same 1990 %	Same 1985 %
Northeastern	14	14	11	5	9	8	81	76	82
Southern	21	25	13	3	5	9	71	70	78
North Central	16	9	3	7	10	33	71	80	64
Western	13	16	17	6	7	9	80	74	74
National	16	15	10	5	8	16	76	75	74

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average 1991 #	Average 1990 #	Average 1985 #	Average 1980 #	Range 1991 #
Northeastern	438	360	362	306	(50-1674)
Southern	400	432	333	275	(19-1684)
North Central	407	384	422	300	(70-1800)
Western	397	379	360	300	(25-1308)
National	413	385	371	293	(19-1800)

Has the mix of full-time and part-time RNs changed in the past year?

	Yes, more full-time/ fewer part-time 1991 %	Yes, more full-time/ fewer part-time 1990 %	Yes, more full-time/ fewer part-time 1986 %	Yes, fewer full-time/ more part-time 1991 %	Yes, fewer full-time/ more part-time 1990 %	Yes, fewer full-time/ more part-time 1986 %	No change 1991 %	No change 1990 %	No change 1986 %
Northeastern	26	24	27	19	17	28	51	55	47
Southern	20	15	17	19	29	33	55	48	44
North Central	16	20	26	28	35	37	50	40	34
Western	18	10	9	35	33	47	41	51	44
National	20	19	21	24	27	35	50	49	42

What is the average daily patient census?

By % licensed beds	1991 %	1990 %	1985 %	Range 1991 %
Northeastern	77	81	80	(43-100)
Southern	67	67	7[illegible]	(33-100)
North Central	64	66	71	(33-100)
Western	66	69	72	(40- 90)
National	69	72	74	(33-100)

By number	Average 1991 #	Average 1990 #	Average 1985 #	Average 1980 #	Range 1991 #
Northeastern	328	354	347	402	(32-1363)
Southern	312	310	333	351	(40-1363)
North Central	279	280	339	409	(32-900)
Western	250	231	259	299	(47-900)
National	296	303	326	372	(40-770)

What is the nursing staff mix in your hospital?

	RN 1991 %	RN 1990 %	RN 1989 %	LPN 1991 %	LPN 1990 %	LPN 1989 %	Nsg. Aides 1991 %	Nsg. Aides 1990 %	Nsg. Aides 1989 %	N. Ext (1991 only) %	Tech. (1991 only) %
Northeastern	69	66	69	14	14	15	15	20	17	4	5
Southern	64	67	68	17	18	19	16	14	13	4	9
North Central	68	72	73	13	13	16	14	15	11	4	7
Western	76	78	79	10	13	12	10	10	9	5	7
National	69	70	72	14	15	16	14	15	13	4	7
1991 range	(20-100)			(0-45)			(0-49)			(0-30)	(0-58)

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RECRUITMENT BUDGET (Data deleted from facilities with only long term beds.)

- Do you have a separate recruitment budget?

	Yes			No		
	1991	1990	1985	1991	1990	1985
	%	%	%	%	%	%
Northeastern	66	58	62	33	42	36
Southern	71	77	72	28	23	28
North Central	66	77	62	33	23	36
Western	68	75	54	32	23	46
National	68	70	63	32	30	36

For total recruitment budget...

Include: Direct recruiting costs--recruiter and recruiting staff salaries, travel, advertising, and recruitment materials.

Do not include: Indirect recruiting costs--overhead, office space, utilities, and orientation.

If Yes: What is your total recruitment budget for the year 1990-1991? (Values from 261 individuals)

	Average		Range	Median		Average With Salaries		Average Without Salaries	
	1991	1990	1991	1991	1990	1991	1990	1991	1990
	$	$	$	$	$	$	$	$	$
Northeastern	249,559	265,371	(2,000-1,750,000)	156,216	175,054	287,418	311,024	130,513	164,724
Southern	252,833	315,158	(6,000-1,500,000)	180,365	223,950	300,372	357,683	138,069	191,997
North Central	186,999	137,253	(10,000-1,500,000)	111,966	100,000	237,227	186,442	131,776	73,262
Western	256,877	221,549	(7,200- 700,000)	213,957	173,500	276,931	252,064	220,783	108,600
National	233,429	237,074	(2,000-1,750,000)	165,850	163,600	276,279	287,127	146,338	126,559

If Yes: How does this compare to your budget for the last fiscal year?

	Increase				Decrease				Same				New program/other				No Answer			
	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	37	36	24	70	29	25	32	8	21	29	29	12	8	6	7	-	5	4	7	10
Southern	63	64	33	59	18	5	49	7	13	23	13	9	4	4	3	-	3	4	3	25
North Central	66	59	24	64	14	9	46	4	15	21	27	16	3	6	-	-	3	6	2	16
Western	65	50	37	60	15	7	37	9	13	33	16	9	2	2	-	-	6	9	11	22
National	57	52	29	63	19	12	41	6	16	26	22	12	4	5	3	-	4	5	5	19

If Yes, What percent of your current budget is for:

BUDGET INCLUDES SALARY: (Responses from 173 individuals)

	Salary			Range	Travel			Range	Advertising			Range
	1991	1990	1985	1991	1991	1990	1985	1991	1991	1990	1985	1991
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	37	33	40	(11-64)	7	7	10	(0-27)	41	42	42	(0-80)
Southern	30	30	43	(8-80)	11	11	7	(0-32)	29	36	27	(0-84)
North Central	38	37	56	(5-86)	9	8	8	(0-30)	33	37	19	(0-69)
Western	33	36	44	(10-70)	7	9	6	(0-20)	42	36	32	(8-75)
National	35	34	47	(5-86)	8	9	8	(0-32)	36	38	29	(0-84)

	Recruitment materials			Range	Other			Range
	1991	1990	1985	1991	1991	1990	1985	1991
	%	%	%	%	%	%	%	%
Northeastern	9	8	6	(0-30)	7	9	2	(0-29)
Southern	12	10	9	(0-48)	17	12	15	(0-55)
North Central	12	12	9	(0-45)	8	6	9	(0-39)
Western	7	7	8	(0-25)	11	12	9	(0-56)
National	10	10	8	(0-48)	11	10	9	(0-56)

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RECRUITMENT BUDGET (Continued)

BUDGET DOES NOT INCLUDE SALARY: (Responses from 82 individuals)

	Travel				Advertising				Recruitment materials				Other			
	1991 %	1990 %	1985 %	Range 1991 %	1991 %	1990 %	1985 %	Range 1991 %	1991 %	1990 %	1985 %	Range 1991 %	1991 %	1990 %	1985 %	Range 1991 %
Northeastern	13	14	13	(0-60)	38	58	60	(0-90)	19	19	17	(0- 90)	9	10	4	(0-40)
Southern	20	14	17	(0-60)	38	62	47	(0-75)	22	13	11	(0-100)	22	11	11	(0-90)
North Central	12	18	22	(0-30)	50	43	43	(0-89)	21	28	12	(0-80)	17	10	23	(0-50)
Western	13	8	14	(0-44)	60	64	69	(22-100)	8	21	5	(0-20)	19	7	12	(0-75)
National	15	15	15	(0-60)	51	55	53	(0-100)	19	21	13	(0-100)	16	10	10	(0-90)

Other expenses for 1990-1991 - All budgets (10 or more mentions Nationally): Programs/open houses (36), relocation expenses (35) subscription/dues/publications (29), bonuses/incentives (25), office supplies/postage (23), education reimburs/scholarships (20) recruitment/ retention foreign (17),retension programs (15), interview expenses (11), meals (10), agency/recruiter fees (10)

NURSE RECRUITMENT

How many RNs (full-time equivalents) do you plan to recruit this year?

	Average 1991 #	1990 #	1985 #	1980 #	Range 1991 #
Northeastern	61	64	75	108	(2-300)
Southern	84	94	84	120	(2-500)
North Central	61	74	65	107	(7-300)
Western	82	93	70	102	(10-290)
National	70	78	73	110	(2-500)

How many RN FTE vacancies do you currently have?

	Average 1991 #	1990 #	1985 #	1980 #	Range 1991 #
Northeastern	26	31	20	31	(0-255)
Southern	37	40	17	43	(0-200)
North Central	25	33	15	36	(0-159)
Western	32	32	16	38	(0-197)
National	30	34	17	37	(0-255)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff of individual facilities.)

	Average 1991 %	1990 %	1989 %	1988 %	1987 %	1986 %	Range 1991 %
Northeastern	7	10	10	10	9	7	(0-26)
Southern	11	11	11	13	12	8	(0-50)
North Central	7	10	8	7	7	6	(0-34)
Western	8	9	8	10	8	7	(0-28)
National	8	10	9	10	9	7	(0-50)

What is your annual turnover rate for Full-Time Equivalent RNs?

$$\text{Turnover rate} = \frac{\text{\# of FTE RNs terminated in 1990}}{\text{Average \# FTE RNs on staff 1990}}$$

	Average 1991 %	1990 %	1985 %	1980 %	Range 1991 %
Northeastern	14	15	19	29	(1-32)
Southern	16	21	20	34	(1-45)
North Central	14	15	16	27	(1-35)
Western	15	18	16	31	(1-37)
National	15	17	18	30	(1-45)

What is your cost per FTE hire?

$$\text{Cost per hire} = \frac{\text{(All RN recruitment operational expenses + all recruitment employee salaries)}}{\text{Total number of RNs hired in 1990}}$$

	Average 1991 $	1990 $	1985 $	1980 $	Range 1991 $
Northeastern	2,400	2,433	1,247	649	(100-10,000)
Southern	2,150	2,071	1,256	816	(100-9,500)
North Central	2,539	1,900	750	682	(100-12,500)
Western	2,523	1,883	1,135	777	(200-12,000)
National	2,396	2,128	1,073	731	(100-12,500)

In the past year, did you utilize a recruiting or employment agency?

	Yes 1991 %	1990 %	1985 %	1980 %	No 1991 %	1990 %	1985 %	1980 %
Northeastern	31	30	26	18	69	69	73	82
Southern	40	38	22	32	60	60	78	68
North Central	36	32	15	28	64	68	85	72
Western	43	34	17	47	57	64	80	53
National	37	33	20	30	63	66	79	70

If Yes: What types of positions are filled by agencies?

National level	1991 %	1990 %	1988 %	1987 %
Nursing Administration	61	47	57	42
Nursing staff	33	45	36	31
Therapists	9	4	10	11
Other	5	16	12	13
(Base)	(149)	(115)	(104)	(55)

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NURSE RECRUITMENT (continued)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1991 %	1990 %	1985 %	1980 %
Medical/surgical	56	48	11	36
ICU/CCU	54	27	67	84
Psychiatric/mental health	9	8	18	6
Oncology	9	5	3	-
Neurosurgery/neurology	8	4	6	12
Geriatric	4	2	-	-
Operating room	31	5	15	14
Hemodialysis	1	1	-	-
All specialties	0	3	5	-
Evening/night staff	3	4	-	-
Pediatric	6	4	2	-
Emergency room	12	2	6	-
Telemetry	4	2	-	-
Ob/gyn/nursery/maternal	11	5	3	-
Burn unit	1	1	6	-
Respiratory	1	1	-	-
Rehabilitation	7	1	2	-
Coronary/cardiac surgery	3	2	-	-
Orthopedic	3	1	3	4
(Base)	(118)	(125)	(66)	(50)

WESTERN	1991 %	1990 %	1985 %	1980 %
ICU/CCU	63	41	63	72
Medical/surgical	51	41	-	-
Operating room	49	16	26	19
Ob/gyn/nursery/maternal	24	8	11	6
Oncology	14	7	9	6
Evening/night shift	10	2	9	-
Pediatric	9	8	6	-
Hemodialysis	7	-	-	-
Rehabilitation	6	7	9	-
Neurosurgery/neurology	6	7	3	-
Telemetry	4	8	-	-
Orthopedic	4	7	-	-
Coronary/cardiac surgery	4	3	3	-
Emergency room	3	8	3	-
Psychiatric/mental health	3	2	14	-
All specialties	1	-	6	-
Geriatric	1	1	-	-
Burn unit	0	3	-	-
Respiratory	0	1	-	-
(Base)	(71)	(61)	(35)	(32)

SOUTHERN				
Medical/surgical	69	64	57	64
ICU/CCU	52	40	13	54
Operating room	33	5	26	4
Oncology	22	8	9	8
Pediatric	9	7	4	-
Ob/gyn/nursery/maternal	7	7	11	7
Hemodialysis	7	2	7	-
Psychiatric/mental health	6	-	9	-
Orthopedic	6	5	2	-
Neurosurgery/neurology	6	4	6	-
Telemetry	5	7	-	-
Emergency room	5	1	2	-
Evening/night shift	3	4	-	-
Burn	3	1	-	-
Coronary/cardiac surgery	3	1	4	-
Rehabilitation	2	4	2	-
All specialties	0	3	-	-
(Base)	(101)	(73)	(54)	(85)

NORTH CENTRAL				
ICU/CCU	56	48	64	51
Medical/surgical	56	48	3	36
Pediatric	6	5	5	4
Oncology	17	10	2	8
Ob/gyn/nursery/maternal	5	5	5	-
Operating room	35	5	15	-
Psychiatric/mental health	5	4	12	9
Telemetry	7	1	-	-
Emergency room	7	3	11	-
Rehabilitation	11	3	5	-
Coronary/cardiac surgery	12	5	-	-
Orthopedic	8	1		-
Hemodialysis	1	2	3	-
All specialties	1	-	6	-
Evening/night shift	1	1	3	-
Burn unit	2	3	5	-
Neurosurgery/neurology	3	2	8	7
Geriatrics	4	-	-	-
(Base)	(119)	(91)	(66)	(75)

NATIONAL				
Medical/surgical	58	50	7	42
ICU/CCU	56	37	63	65
Operating room	36	7	20	7
Oncology	15	7	5	6
Ob/gyn/nursery/maternal	11	6	7	3
Rehabilitation	7	3	4	-
Emergency room	7	3	6	-
Pediatric	7	6	4	1
Coronary/cardiac surgery	6	3	2	-
Neurosurgery/neurology	6	4	6	6
Psychiatric/mental health	6	4	14	4
Orthopedic	5	3	1	9
Recovery room	5	-	1	-
Telemetry	4	4	-	-
Evening/night shift	3	3	2	-
Hemodialysis	3	2	3	-
Geriatric	3	1	1	-
Burn unit	2	2	4	-
All specialties	1	2	4	-
(Base)	(409)	(350)	(221)	(242)

NATIONAL How difficult? (where 1 = hardest to fill)	1 %	2 %	3 %
			1991 only
Medical/surgical	30	15	13
ICU/CCU	23	19	13
Emergency room	2	3	2
Orthopedic	1	2	2
Hemodialysis	1	1	1
Psychiatric/mental health	2	2	2
Geriatric	1	1	1
Burn unit	1	1	*
Neurosurgery/neurology	1	2	2
Pediatric	2	2	2
Rehabilitation	2	3	2
No answer	4	13	31
Operating room	11	14	11
Evening/night shift	*	2	2
Coronary/cardiac surgery	3	2	1
Oncology	4	7	4
Ob/gyn/nursery/maternal	3	3	4

Other mentions (more than 5 nationwide): longterm (10), management (7), step-downs (6)

*less than 0.5%

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NURSE RECRUITMENT (continued)

Did you recruit nurses from outside the United States during 1991?

	Yes				No			
	1991 %	1990 %	1985 %	1981 %	1991 %	1990 %	1985 %	1981 %
Northeastern	24	27	11	24	76	72	89	74
Southern	25	34	13	24	75	66	87	76
North Central	3	8	-	9	98	92	100	91
Western	21	21	14	25	79	77	86	74
National	18	23	9	20	83	77	91	79

Do you plan to recruit foreign nurses during 1991?

	Yes		Maybe		No	
	1991 %	1990 %	1991 %	1990 %	1991 %	1990 %
Northeastern	11	17	11	14	78	68
Southern	16	23	25	18	59	59
North Central	2	3	18	13	81	82
Western	13	15	17	18	70	66
National	10	14	18	15	73	69

If yes: What countries? (more than 2 Nationwide one year since 1980)

Countries	1991 #	1990 #	1984 #	1981 #
Northeastern:				
Philippines	14	17	14	13
United Kingdom and Ireland	10	16	3	8
Canada	9	11	2	7
Jamaica/West Indies	3	7	2	1
China, Japan, Orient, Korea	2	3	-	-
India	-	2	-	-
Australia/New Zealand	3	2	-	-
Netherlands/Belgium	-	1	-	-
Southern:				
Canada	17	20	6	16
United Kingdom and Ireland	7	8	1	7
Philippines	3	3	1	7
India	-	2	-	-
Australia/New Zealand	3	1	-	4
Jamaica/West Indies	-	1	-	-
Netherlands/Belgium	1	-	-	-
North Central:				
Canada	-	2	1	9
Jamaica/West Indies	-	2	-	-
Philippines	-	1	-	3
United Kingdom and Ireland	2	1	-	2
Netherlands/Belgium	-	-	-	-
India	-	1	-	-
Australia/New Zealand	-	1	-	-
China; Japan; Orient; Korea	1	1	-	-
Western:				
Canada	12	10	2	18
United Kindom and Ireland	4	5	3	11
Jamaica/West Indies	-	-	1	-
Philippines	1	2	-	2
Belgium/Netherlands	-	-	-	-
Australia/New Zealand	4	3	-	3

During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %
Local advertising	64	57	65	55	51	52	55	45	59	58	57	69	58	53	61
Career days	23	25	35	21	26	19	40	39	42	21	33	20	27	30	31
Individual campus visits	16	15	21	26	34	15	28	31	14	28	23	11	24	25	16
Career directories	5	6	11	12	12	32	4	2	8	11	12	26	8	7	17
Job fairs	12	5	17	6	4	2	20	14	5	9	7	3	12	7	7
National nursing journal advertising	5	5	6	13	15	24	3	26	3	14	20	11	8	8	10
Student nurse conventions	7	4	11	12	14	9	8	7	17	9	3	6	9	7	11
Specialty nurse meetings	2	3	2	7	3	2	3	1	2	3	3	-	4	3	1
Nonlocal newspaper advertising	3	3	5	6	3	6	2	4	3	6	5	14	4	4	6

National level	Users					Success by Users					
						Most		Moderately		Little/No	
	1991 %	1990 %	1988 %	1987 %	1986 %	1991 %	1990 %	1991 %	1990 %	1991 %	1990 %
Local advertising	98	97	97	98	96	59	54	35	41	6	5
Career days	94	95	92	90	88	29	32	58	51	13	18
Individual Campus visits	72	79	75	69	61	33	31	51	50	16	19
Job fairs	75	74	67	63	48	16	10	54	51	29	39
Student nurse conventions	75	73	72	62	56	11	9	54	59	35	32
Nonlocal newspaper advertising	67	66	79	69	68	6	6	33	30	62	65
Career directories	64	65	70	63	67	12	11	42	47	46	42
National journal advertising	65	64	71	65	60	12	13	40	46	48	41
Specialty nurse meetings	55	55	58	47	35	7	5	32	35	61	60

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NURSE RECRUITMENT (continued)

How many recruitment trips did you make last year?

	Average			Range
	1991	1990	1985	1991
	#	#	#	#
Northeastern	17	14	9	(1-85)
Southern	18	17	7	(3-80)
North Central	16	18	9	(1-62)
Western	11	6	2	(1-50)
National	16	14	7	(1-85)

How does this compare to previous years?

	More			Same			Less		
	1991	1990	1988	1991	1990	1988	1991	1990	1988
	%	%	%	%	%	%	%	%	%
Northeastern	26	30	65	46	42	21	22	21	1
Southern	38	40	62	38	38	23	14	15	6
North Central	38	42	66	45	44	27	8	10	5
Western	21	36	52	55	44	32	13	15	4
National	32	36	62	45	42	25	14	16	4

How many recruitment trips were local (50 miles or less), nonlocal (over 50/under 100), and distant (out of state)?

	Average # trips						Percentage taking trips		
	Local		Nonlocal		Distant		Local	Nonlocal	Distant
	#	Range	#	Range	#	Range	%	%	%
Northeastern	10	(1-50)	5	(1-25)	4	(0-20)	96	70	55
Southern	7	(1-30)	6	(1-28)	4	(0-19)	95	85	68
North Central	7	(1-27)	7	(0-28)	3	(0-10)	91	80	65
Western	7	(1-30)	3	(1-10)	5	(1-25)	88	59	58
National	8	(1-50)	5	(0-28)	4	(0-25)	93	75	61

RETENTION (National level only)

What program or benefit offered by your facility is most helpful in retention?
(Asked in selected years 1980-1984 and 1990)

National	1991	1990	1989	1980
	%	%	%	%
Tuition reimbursement	19	23	22	12
Working conditions	18	18	6	5
Flexible scheduling	14	15	12	6
Salary	12	17	8	9
Educational /CEU's	12	9	12	16
Career ladder	10	11	8	9
Pay differentials/buy back options	9	11	-	-
No shift rotation	8	3	-	-
Medical insurance benefits	7	7	14	7
Day care	6	7	2	-
Vacations	5	5	2	-
Benefits/flexible benefits	3	7	5	-
Recognition program	3	4	-	-
Bonuses	3	6	-	-
Scholarships	2	2	-	-
Other mentions	11	7	-	-

Other mentions (more than 2 mentions):

#	
10	Pension plans
4	Relocation bonus

LONG TERM/EXTENDED CARE National values only due to small # in each region.
Includes 142 in facilities with both short & long term beds and 5 recruiters (19 facilities) with long term beds only.

How many long term beds do you have?

	1991	Average # Beds	Range (1991)
Both	136	116	(6-759)
Long term only	201	202	(100-816)

Which of the following positions are covered by your recruiting?

	Both		Long term only	
	1991	1990	1991	1990
	%	%	%	%
RN	97	96	80	100
LPN/LVN	93	85	80	78
Nurses Aides	79	72	80	56
Physical Therapists	36	37	20	44
Pharmacist	30	32	-	11
Other	34	33	20	33

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ALLIED HEALTH RECRUITMENT - National values only due to small # responding (294--58 to 97 per region)

How many of the following allied health FTE (full time equivalents) vacancies do you plan to recruit this year?

	Current Vacancies: Average			Current Vacancies: No Vac.			Ave. # to be recruited		
	1991	1990	1989	1991	1990	1989	1991	1990	1989
	#	#	#	%	%	%	#	#	#
Pharmacists	1	1	1	33	47	59	2	2	2
Physical Ther.	2	2	1	15	31	44	3	3	2
Occupational Ther.	1	1	1	27	51	64	1	1	1
Respiratory Ther.	2	2	2	28	34	42	3	4	3
Medical Lab Tech.	2	2	2	21	35	45	3	3	2
Medical Records Tech.	1	-	-	39	-	-	1	-	-
Radiologic Tech.	2	2	2	20	35	30	3	3	2
Nurses	30	34	37	3	1	2	70	78	86

Other current positions (1991) (more than 5 mentions)

#	
18	Nuclear technician
16	Radiation therapy tech
13	Medical transcriptionist
9	Social worker
9	Cytotechnologist
8	Physical ther. Asst.
7	CRNA
7	Dietician
6	Physician Assistant
6	Ultra Sonographer

Which positions are hardest to fill? (limited to three in 1990)

	1991	1990	1989	1988	1987
	%	%	%	%	%
Physical Ther.	70	67	69	60	66
Radiology Tech.	46	52	57	13	19
Pharmacist	36	38	62	29	28
Medical Lab Tech.	29	35	51	15	NA
Medical Records	7	-	-	-	-
Occupational Ther.	35	34	46	20	15
Respiratory Ther.	19	28	51	21	21
Other	16	15	14	8	30

How difficult? (where 1 = most difficult to fill)

	1			2			3		
	1991	1990	1989	1991	1990	1989	1991	1990	1989
	%	%	%	%	%	%	%	%	%
P.T.	49	45	35	15	14	12	6	6	6
Radiol.	11	18	10	17	16	9	18	17	9
Pharm.	9	12	12	14	13	12	12	11	11
Med. Recd.	1	-	-	1	-	-	4	-	-
Resp. T.	6	6	5	5	15	8	9	6	9
Med.Lab Tech	5	8	4	11	11	7	13	16	8
Occ. T.	9	6	5	19	18	11	8	9	7
Other	6	3	3	6	5	3	4	6	2

During the past year, what methods of recruiting allied health personnel have been successful for you?

	1991	1990	1989	1987
	%	%	%	%
Local advertising	28	43	48	46
Nat. prof. journal advertising	28	27	25	27
Ads	20	18	14	*
Career days	17	16	14	13
Job fairs	14	12	9	9
Mass direct mailings	13	17	9	*
Referral/word of mouth	10	18	12	10
Indiv. campus visits	10	10	14	10
Nonlocal newspaper advertising	*	*	2	10
Agency/prof. recruiters	6	3	5	*
Conventions/meetings	3	5	4	9

Other methods (more than 4 mentions)

#	
15	Scholarship/loans/tuition
17	Hiring/sign-on bonus

* less than 0.5%

ALLIED HEALTH SALARIES - Average minimum and maximum

	Minimum		Maximum		Range		Minimum		Maximum		Range
	1991	1990	1991	1990	1991		1991	1990	1991	1990	1991
	$	$	$	$	$		$	$	$	$	$
Physical therapist							**Radiologic Technician**				
Northeastern	30,216	27,478	41,565	37,886	(25,000 - 58,082)	NE	23,906	21,073	32,224	28,383	(16,973 - 46,065)
Southern	29,692	28,436	43 378	40,533	(20,000 - 52,499)	S	19,652	18,930	29,069	27,591	(14,550 - 37,773)
North Central	29,121	27,370	41,243	38,305	(23,192 - 68,000)	NC	20,097	19,462	28,487	27,048	(17,000 - 36,916)
Western	30,507	29,226	42,669	40,629	(23,075 - 52,278)	W	23,090	21,847	32,773	30,389	(18,116 - 44,712)
National	29,794	27,994	42,087	39,150	(20,000 - 68,000)	N	21,496	20,245	30,380	28,227	(14,550 - 46,065)
Occupational therapist							**Medical Technologist**				
Northeastern	28,588	27,099	40,227	37,647	(24,003 - 57,000)	N	24,663	22,550	33,577	30,347	(17,332 - 48,000)
Southern	27,999	27,147	41,268	38,856	(18,750 - 52,499)	S	22,274	21,597	32,373	31,169	(16,972 - 39,250)
North Central	26,514	24,978	37,587	34,880	(19,802 - 51,521)	NC	23,008	22,010	32,757	30,927	(17,888 - 40,449)
Western	28,944	27,341	40,308	37,963	(23,075 - 55,016)	W	26,575	24,849	37,040	34,555	(18,276 - 46,800)
National	27,824	26,502	39,585	37,109	(18,750 - 57,000)	N	23,913	22,629	33,688	31,576	(16,972 - 48,000)
Respiratory therapist							**Pharmacist**				
Northeastern	24,701	23,011	33,376	30,714	(15,059 - 45,136)	NE	35,549	32,669	48,356	43,596	(25,400 - 63,750)
Southern	21,494	21,373	31,860	30,770	(15,600 - 39,500)	S	34,742	32,186	51,049	46,314	(24,420 - 65,998)
North Central	21,776	20,429	30,597	28,460	(15,500 - 37,440)	NC	33,284	31,707	46,774	44,296	(25,717 - 55,269)
Western	23,068	21,835	32,331	30,364	(16,812 - 42,619)	W	38,411	36,762	51,328	49,185	(19,962 - 75,400)
National	22,682	21,583	31,901	29,982	(15,059 - 45,136)	N	35,132	33,039	48,979	45,444	(19,962 - 75,400)

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BENEFITS

In addition to health and life insurance, does your facility offer the following benefits to health care employees?
(1985, 1980 values are for nurses only)

Pension Plan:

	1991 %	1990 %	1985 %	1980 %
Northeastern	98	93	97	90
Southern	83	90	85	85
North Central	96	95	99	95
Western	94	89	97	97
National	93	92	95	91

Tax shelter annuity:

	1991 %	1990 %	1985 %	1980 %
Northeastern	98	91	91	76
Southern	85	95	85	49
North Central	92	95	94	85
Western	93	92	91	72
National	92	93	91	69

Credit union:

	1991 %	1990 %	1985 %	1980 %
Northeastern	84	86	74	54
Southern	94	93	91	86
North Central	91	98	88	73
Western	96	97	97	84
National	91	93	86	75

Dental Insurance:

	1991 %	1990 %	1984 %	1980 %
Northeastern	91	89	79	42
Southern	87	89	59	12
North Central	96	93	75	39
Western	94	97	100	88
National	92	91	75	36

Pharmacy discount:

	1991 %	1990 %	1985 %	1984 %
Northeastern	78	80	85	85
Southern	74	88	91	83
North Central	75	80	82	80
Western	76	79	80	73
National	76	81	85	81

Wellness center:

	1991 %	1990 %	1985 %	1984 %
Northeastern	36	32	24	27
Southern	40	45	46	30
North Central	44	42	49	35
Western	42	43	66	33
National	40	39	43	31

Child care center:

	1991 %	1990 %	1985 %	1984 %
Northeastern	48	45	32	21
Southern	38	38	28	22
North Central	42	41	30	32
Western	30	34	26	12
National	40	41	29	23

Full-time benefits for part-time employees:

	1991 %	1990 %	1987 %	1985 %
Northeastern	24	21	15	30
Southern	14	27	17	17
North Central	23	24	25	23
Western	44	34	39	40
National	24	25	22	26

Pro-rated benefits for part-time employees:

	1991 %	1990 %	1987 %
Northeastern	86	87	88
Southern	80	80	89
North Central	77	80	80
Western	73	79	88
National	80	82	86

Other benefits in 1991 (National only) more than 8 mentions:

#		#		#	
79	Tuition/educational	21	Disability insurance	10	Vision insurance/care
25	Excellent vacation/holiday	13	Child care subsidy/referral service	9	Employee counseling/EAP
24	Flexible spending benefits	12	Free parking	9	Fitness discount/centers
22	Sick child care	11	Other discounts	9	Food discount/free meals

BENEFITS FOR NURSES

Which of the following benefits/opportunities does your facility offer to nurses?

Tuition reimbursement:

	1991 %	1990 %	1984 %	1980 %
Northeastern	99	98	96	100
Southern	92	99	83	79
North Central	99	98	89	89
Western	89	85	79	63
National	96	96	88	84

Paid time off to attend seminars/ continuing education:

	1991 %	1990 %	1985 %	1984 %
Northeastern	88	89	96	96
Southern	81	85	96	97
North Central	85	86	82	89
Western	86	79	97	94
National	85	85	92	94

Special orientations or internship programs (for new graduates):

	1991 %	1990 %	1985 %	1980 %
Northeastern	79	78	91	82
Southern	80	95	83	94
North Central	73	74	82	94
Western	86	82	83	94
National	79	81	85	91

Evening/weekend shift differential payment: for (1990/91 see below)

	1988 %	1987 %
Northeastern	87	82
Southern	88	86
North Central	78	78
Western	70	64
National	82	78

Flexible staffing:

	1991 %	1990 %	1985 %	1980 %
Northeastern	88	82	64	38
Southern	87	97	74	62
North Central	91	86	73	59
Western	90	80	71	53
National	89	86	70	55

Critical care internship:

	1991 %	1990 %	1988 %	1987 %
Northeastern	37	34	44	49
Southern	49	63	55	57
North Central	39	32	34	33
Western	72	61	70	48
National	47	44	49	47

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BENEFITS FOR NURSES (continued)

Evening/night differential payment: (1990/91 only)

	1991 %	1990 %
Northeastern	98	96
Southern	94	99
North Central	100	100
Western	96	93
National	97	97

Weekend differential payment: (1989/90 only)

	1991 %	1990 %
Northeastern	64	62
Southern	74	85
North Central	67	71
Western	55	49
National	66	67

Scholarships for student nurses: (1990/91 only)

	1991 %	1990 %
Northeastern	57	48
Southern	78	81
North Central	64	60
Western	45	53
National	62	59

Clinical laddering:

	1991 %	1990 %	1988 %	1984 %
Northeastern	56	47	50	38
Southern	62	63	50	39
North Central	52	46	34	30
Western	55	53	54	49
National	56	51	47	38

Refresher courses: (to retrain returning nurses)

	1991 %	1990 %	1988 %	1984 %	1980 %
Northeastern	20	18	35	16	42
Southern	28	27	23	19	46
North Central	21	26	22	19	47
Western	27	21	20	8	44
National	24	23	26	16	45

Work study programs for students:

	1991 %	1990 %	1988 %	1984 %
Northeastern	32	35	27	42
Southern	33	32	27	46
North Central	34	36	24	37
Western	39	31	26	37
National	34	34	26	41

Sign-on bonus:

	1991 %	1990 %	1988 %
Northeastern	15	20	24
Southern	29	30	30
North Central	33	28	22
Western	20	20	14
National	24	24	23

Retention bonus:

	1991 %	1990 %	1988 %
Northeastern	11	10	10
Southern	16	7	14
North Central	19	12	5
Western	13	8	6
National	15	9	9

Relocation Expenses: (1991 only)

	1991 %
Northeastern	28
Southern	67
North Central	35
Western	65
National	46

Other benefits (National only) more than 5 mentions:

#	#	#
43 Shift options/bonuses/Baylor plan	16 Certification bonus	12 Scholarships/externships
18 Pay differential	15 Referral/recruitment bonuses	
17 Loan program/forgiveness	14 CEUs/education	

Do you pay more for a BSN than a diploma or an ADN?

	Yes 1991 %	1990 %	1985 %	1980 %	No 1991 %	1990 %	1985 %	1980 %
Northeastern	35	26	35	38	64	73	64	62
Southern	24	23	22	34	72	75	78	66
North Central	21	28	23	39	77	68	74	61
Western	31	26	26	25	66	67	74	72
National	27	26	27	35	70	71	72	65

RECRUITMENT

Are there any professional/technical positions not being actively recruited this year by your facility and what is the reason for not recruiting? (responses from 55 respondents - 13%)

Mentions #	Position	Reasons (more than 1 mention)
10	LPN/LVN	No openings (5), Holding for RN recruitment (2), Budget (2)
10	Pharmacist	No openings (5), Contracted service (4),
8	Occup. Therapst.	No openings (4), Contracted (2), Don't use (2)
6	Resp. Therapst.	No openings (5),
5	Phys. Therapst.	Contracted (3)
4	Radiol. Tech.	No openings (4)
4	Nurses's Aide/Asst.	No openings (2)
4	Superv. RN.	---
3	RNs (1 per diem)	Budget (2)
3	Staff dev./ed.	---
12	Single mentions	No openings (5), Budget (3)

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SALARIES - What is the ANNUAL salary range for each of the following positions?

	Average Minimum 1991 $	1990 $	1985 $	Average maximum 1991 $	1990 $	1985 $	Range 1991
LPN/LVN				**LPN/LVN**			
Northeastern	20,128	18,615		Northeastern	27,125	24,960	(11,817 - 37,481)
Southern	16,084	15,631		Southern	23,880	22,124	(12,982 - 38,035)
North Central	17,235	16,425	N.A.	North Central	24,017	22,396	N.A. (13,328 - 35,000)
Western	19,013	17,357		Western	26,039	23,739	(14,000 - 32,136)
National	18,078	17,211		National	25,207	23,491	(11,817 - 38,035)
RN				**RN**			
Northeastern	29,145	27,493	19,597	Northeastern	43,184	38,178	25,679 (17,574-66,000)
Southern	24,714	24,029	18,405	Southern	38,265	35,741	25,667 (18,174-57,600)
North Central	25,361	24,153	19,242	North Central	37,382	34,450	25,735 (19,700-57,650)
Western	28,749	26,431	22,024	Western	42,774	38,780	30,027 (22,464-70,000)
National	26,874	25,721	19,591	National	40,194	36,811	26,404 (17,574-70,000)
Head nurse				**Head nurse**			
Northeastern	37,035	34,380	24,033	Northeastern	50,400	45,463	31,604 (25,717-75,000)
Southern	31,438	31,425	22,874	Southern	46,903	44,843	31,357 (22,700-66,768)
North Central	31,864	30,452	23,982	North Central	45,551	43,060	32,869 (21,000-58,386)
Western	36,959	33,767	27,675	Western	52,742	47,699	37,267 (27,878-80,000)
National	34,180	32,627	24,352	National	48,592	45,063	32,894 (21,000-80,000)
Supervisor				**Supervisor**			
Northeastern	37,853	35,085		Northeastern	51,652	46,679	(20,000-79,200)
Southern	32,358	31,906		Southern	46,604	45,377	(24,705-62,800)
North Central	33,032	31,663	N.A.	North Central	46,912	45,048	N.A. (24,186-66,816)
Western	39,038	36,131		Western	55,686	49,213	(26,520-85,800)
National	35,360	33,673		National	49,874	46,404	(20,000-85,800)
Director of Nursing				**Director of Nursing**			
Northeastern	50,548	46,821	36,857	Northeastern	74,283	67,869	48,350 (31,299-200,000)
Southern	42,523	42,794	31,695	Southern	63,906	61,985	43,895 (29,000-110,700)
North Central	44,004	42,097	34,372	North Central	63,261	59,713	48,279 (30,000-106,200)
Western	53,338	46,973	40,263	Western	76,502	66,485	54,511 (35,360-125,000)
National	47,358	44,790	35,495	National	69,333	64,245	48,304 (29,000-200,000)

RECRUITER

What is the average annual salary for recruiters in your facility? (1991 only)

	Averages 1991 $	Range 1991 $
Northeastern	38,883	(21,000-65-000)
Southern	33,112	(16,000-46,000)
North Central	32,338	(15,000-47,000)
Western	38,652	(19,000-60-000)
National	35,613	(15,000-65,000)

What is your annual salary? (1980-1990)

	Averages 1990 $	1989 $	1985 $	1980 $
Northeastern	37,153	35,195	27,188	18,322
Southern	32,251	31,248	27,017	18,014
North Central	31,730	30,713	26,819	19,516
Western	36,834	36,767	31,691	21,504
National	34,598	33,282	27,773	19,019

What percent of your time is spent on ....

	Recruitment Average 1991 %	1990 %	1985 %	1980 %	Range 1990 %		Retention Average 1991 %	1990 %	1989 %	1988 %	Range 1990 %		Non-recruit/reten. activity Average (1991 only) %	Range %
Northeastern	61	71	66	74	(5-100)	Northeastern	21	23	24	21	(0-67)	Northeastern	23	(0-90)
Southern	58	72	57	72	(2-90)	Southern	22	26	26	23	(0-70)	Southern	22	(0-96)
North Central	62	71	54	73	(10-100)	North Central	18	21	21	21	(0-60)	North Central	21	(0-90)
Western	61	66	59	78	(10-90)	Western	20	21	25	23	(0-60)	Western	23	(0-90)
National	60	70	59	73	(2-100)	National	20	23	24	22	(0-76)	National	22	(0-96)

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RECRUITER (Continued)

To which department do you report? (1991 only)

	Hum. Res.	Nsg.	Pers.	Oth.
	%	%	%	%
Northeastern	56	33	10	1
Southern	54	34	10	4
North Central	31	53	18	1
Western	46	51	7	4
National	47	42	12	2

Do you as a recruiter work out of....

	Nursing		Personnel		Both	
	1984-1981		1984-1981		1984-1981	
	%	%	%	%	%	%
Northeastern	45	44	47	44	5	9
Southern	48	35	47	35	2	5
North Central	56	39	38	39	3	5
Western	47	37	45	37	4	4
National	49	39	44	39	4	6

Including yourself, how many recruiters are employed in your facility?

	Average			Range
	1991	1985*	1980*	1991
Northeastern	2.0	1.6	1.8	(0-9)
Southern	1.9	1.7	2.0	(0-8)
North Central	1.8	1.6	1.6	(0-6)
Western	1.9	1.5	1.8	(1-4)
National	1.9	1.6	1.8	(0-9)

How long have you held this job?

	Average # years			Range
	1991	1990	1985	1991
	#	#	#	#
Northeastern	3.9	3.7	3.8	(*-23)
Southern	2.8	2.8	3.7	(*-15)
North Central	4.0	4.0	3.9	(*-24)
Western	3.9	3.9	4.3	(*-16)
National	3.7	3.6	3.8	(*-24)

How long have you been engaged in recruiting?

	Average # years			Range
	1991	1990	1985	1991
	#	#	#	#
Northeastern	5.3	4.8	4.6	(*-17)
Southern	4.1	4.5	4.2	(1-20)
North Central	5.0	4.8	4.6	(*-18)
Western	5.6	5.7	5.4	(*-17)
National	5.0	4.9	4.6	(*-20)

(* Less than 6 months)

What is your title?

	Nurse Recruiter			Nurse Recruitment/ Resource/Employ. Coord., Dir., Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Prof. Health Care Recruiter Recruiter	
	1991	1990	1985	1991	1990	1991	1990	1985	1991	1990	1985	1991	1990
	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	35	33	52	14	19	10	16	12	12	12	9	3	4
Southern	34	30	32	14	16	12	18	11	14	8	20	14	13
North Central	31	28	27	19	10	23	26	23	8	8	12	10	11
Western	30	19	26	23	28	21	27	26	10	10	23	9	4
National	33	29	35	17	17	16	21	17	11	10	15	9	8

	Personnel-Specialist, Coordinator, Director			Nursing Admin. D.O.N./Assistant			Other			Other titles (more than 2 mentions Nationally)
	1991	1990	1985	1991	1990	1985	1991	1990	1985	
	%	%	%	%	%	%	%	%	%	#
Northeastern	5	6	8	7	1	9	14	1	-	5 Human Resources Specialist/Mgr./Dir.
Southern	2	5	13	4	2	13	6	7	3	
North Central	5	5	14	3	2	9	1	11	3	
Western	1	3	6	3	4	14	-	4	1	4 Allied Health Recruiter
National	4	5	10	4	2	11	6	7	1	

What is the highest level of education you have completed?

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1991	1990	1985	1980	1991	1990	1985	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	4	10	5	10	12	12	17	53	52	52	70	30	22	23	8	1	3	-	26
Southern	9	13	15	16	13	10	13	49	58	48	52	26	15	15	12	1	4	4	35
North Central	6	7	11	14	11	13	15	65	56	55	60	13	13	12	4	3	7	5	38
Western	16	10	9	19	4	9	20	47	56	49	50	32	18	17	19	-	6	3	22
National	8	10	10	14	11	11	16	54	55	51	57	24	17	17	10	1	5	3	32

*1980 figures include Diploma nurses

Are you an RN?

	Yes				Female			
	1991	1990	1985	1980	1990	1989	1985	1980
	%	%	%	%	%	%	%	%
Northeastern	81	75	77	64	93	95	88	88
Southern	76	68	72	58	94	92	87	80
North Central	62	60	70	75	93	91	89	84
Western	70	57	77	88	94	99	91	94
National	72	66	74	68	93	94	89	85

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We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 5769
Akron, Ohio 44372

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____